

IN THE CLAIMS

Change claims to read as shown below on pages 3 through 9. A marked up version of the original claims is shown on pages 10 through 18.

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1. (amended) A computer readable medium having sequences of instructions stored therein, which when executed cause the processors in a plurality of computers that have been connected via a network to perform an organization integration method, comprising:

mapping organization narrow systems to a common schema; and
creating tools for organization level management using data from the mapped systems.

2. (amended) The computer readable medium of claim 1 where the method further comprises making the tools available for review, modification and use.

3. (amended) The method of claim 2 where reviews are completed using a paper document or an electronic display.

4. (amended) The computer readable medium of claim 1 where the common schema includes a common metadata definition, data structure and data dictionary.

5. (amended) The computer readable medium of claim 4 where the data structure is the market value matrix for the organization where one axis of the market value matrix is defined by the segments of value present in the organization and the other axis is defined by the elements of value, external factors and risks that are causal to changes in organization financial performance.

6. (amended) The computer readable medium of claim 5 where the segments of value are current operation, real options, investments, derivatives, market sentiment and combinations thereof.

7. (amended) The computer readable medium of claim 4 where the data dictionary defines account numbers, components of value, currencies, derived data types, elements of value, external factors, risks, units of measure and time periods.

8. (amended) The computer readable medium of claim 1 where mapping narrow systems to a common schema further comprises tagging narrow system data with data structure designations.

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9. (amended) The computer readable medium of claim 11 where the tags are in xml format.

10. (amended) The computer readable medium of claim 1 wherein the narrow systems are advanced financial systems, asset management systems, basic financial systems, alliance management systems, brand management systems, customer relationship management systems, channel management systems, estimating systems, intellectual property management systems, process management systems, supply chain management systems, vendor management systems, operation management systems, enterprise resource planning systems (ERP), material requirement planning systems (MRP), quality control systems, sales management systems, human resource systems, accounts receivable systems, accounts payable systems, capital asset systems, inventory systems, invoicing systems, payroll systems, purchasing systems, web site systems, financial service provider systems, IT asset management systems, business intelligence systems, call management systems, channel management systems, content management systems, demand chain systems, email management systems, employee relationship management systems, energy risk management systems, fraud management systems, incentive management systems, innovation management systems, investor relationship management systems, knowledge management systems, location management systems, maintenance management systems, partner relationship management systems, performance management systems (for IT assets), price optimization systems, private exchanges, product life-cycle management systems, project portfolio management systems, risk simulation systems, sales force automation systems, scorecard systems, service management systems, six-sigma quality management systems, support chain systems, technology chain systems, unstructured data management systems, weather risk management systems, workforce management systems, yield management systems and combinations thereof.

11. (amended) The computer readable medium of claim 1 where the data includes historical data, forecast data and combinations thereof.

12. (amended) The computer readable medium of claim 1 where the data includes transaction data, descriptive data, geospatial data, text data, linkage data, derived data and combinations thereof.

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13. (amended) The computer readable medium of claim 1 where an organization is a single product, a group of products, a division, an entire company, a multi company corporation or a value chain.

14. (amended) The computer readable medium of claim 1 where the organization level management tools are performance information, analytical models, lists of improvements that will optimize one or more facets of organization performance, mechanisms for implementing improvements in an automated fashion and combinations thereof.

15. (amended) The computer readable medium of claim 14 where the performance information includes performance indicators, value drivers, composite variables, vectors, relative contributions, element rankings, scenarios, valuations, the efficient frontier, the market value matrix and combinations thereof.

16. (amended) The computer readable medium of claim 15 where valuations quantify the net element of value contribution to each segment of value by enterprise, quantify the net element of value contribution to market value, quantify the net external factor contribution to each segment of value by enterprise, quantify the net external factor contribution to market value, quantify the net risk contribution to each segment of value by enterprise, quantify the net risk contribution to market value, quantify the contribution of each segment of value to the value of each enterprise, quantify the contribution of each enterprise to market value, quantify the contribution of each enterprise to organization value, determine the value of each cell in the market value matrix and combinations thereof.

17. (amended) The computer readable medium of claim 16 wherein net element, factor and risk value contributions are the direct contributions net of any impact on the other elements, factors and risks.

18. (amended) The computer readable medium of claim 16 wherein the elements of value are selected from the group consisting of alliances, brands, channels, content, customers, customer relationships, employees, employee relationships, information

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technology, intellectual property, knowledge, partnerships, processes, production equipment, products, technology, vendors and vendor relationships.

19. (amended) The computer readable medium of claim 16 where external factors are

20. (amended) The computer readable medium of claim 16 where the risks are selected from the group consisting of event risk, factor variability risk, element variability risk, market variability risk, strategic risk and contingent liabilities.

21. (amended) The computer readable medium of claim 16 where an enterprise is a single product, a group of products, a division or an entire company.

22. (amended) The computer readable medium of claim 16 where the valuations are completed under a normal, extreme or blended normal-extreme scenarios.

23. (amended) The computer readable medium of claim 15 where the analytical models are predictive models, network models, simulation model, optimization models and combinations thereof.

24. (amended) The computer readable medium of claim 23 where the models are causal models.

25. (amended) The computer readable medium of claim 14 where the facets of organization performance being optimized are element contribution, factor impact, expected innovation value, project value, risk impact, short term financial performance, value creation and combinations thereof.

26. (amended) The computer readable medium of claim 14 where the list of improvements that will optimize one or more facets of organization performance are determined by a genetic algorithm or multi criteria optimization model.

27. (amended) The computer readable medium of claim 14 where implementing improvement in an automated fashion further comprises completing one or more

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financial service transactions, directing narrow systems to implement improvements or combinations thereof.

28. (amended) An organization finance system, comprising:

a plurality of computers connected by a network each with a processor having circuitry to execute instructions; a storage device available to each processor with sequences of instructions stored therein, which when executed cause the processors to:

integrate organization narrow systems in accordance with a matrix of market value; determine the current value of each cell in the matrix of market value and the change in the value of each cell over time using the integrated data; and display the current matrix of market value and the change in the matrix of market value over time using a paper document or electronic display.

29. (amended) An organization integration method, comprising:

integrating raw and derived data from narrow systems to create performance information, analytical models, prioritized lists of improvements for optimizing one or more facets of organization performance, mechanisms for implementing improvements in an automated fashion and combinations thereof.

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30. (new) The applications of claim 29 where an organization is a division, an entire company, a multi company corporation or a value chain.

31. (new) The applications of claim 29 wherein the facets of organization performance being optimized are: element contribution, factor impact, expected innovation value, project value, risk impact, short term financial performance, value creation and combinations thereof

32. (new) The applications off claim 29 where narrow systems are advanced financial systems, asset management systems, basic financial systems, alliance management systems, brand management systems, customer relationship management systems, channel management systems, estimating systems, intellectual property management systems, process management systems, supply chain management systems, vendor management systems, operation management systems, enterprise resource planning

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systems (ERP), material requirement planning systems (MRP), quality control systems, sales management systems, human resource systems, accounts receivable systems, accounts payable systems, capital asset systems, inventory systems, invoicing systems, payroll systems, purchasing systems, web site systems, financial service provider systems, IT asset management systems, business intelligence systems, call management systems, channel management systems, content management systems, demand chain systems, email management systems, employee relationship management systems, energy risk management systems, fraud management systems, incentive management systems, innovation management systems, investor relationship management systems, knowledge management systems, location management systems, maintenance management systems, partner relationship management systems, performance management systems (for IT assets), price optimization systems, private exchanges, product life-cycle management systems, project portfolio management systems, risk simulation systems, sales force automation systems, scorecard systems, service management systems, six-sigma quality management systems, support chain systems, technology chain systems, unstructured data management systems, weather risk management systems, workforce management systems, yield management systems and combinations thereof.

33. (new) The method of claim 29 where implementing improvement in an automated fashion further comprises completing one or more financial service transactions, directing narrow systems to implement improvements or combinations thereof.

34. (new) The method of claim 29 where the performance information includes: performance indicators, value drivers, composite variables, vectors, relative contributions, rankings, scenarios, valuations, the efficient frontier, the market value matrix and combinations thereof.

35. (new) The method of claim 29 where the analytical models are predictive models, network models, simulation model, optimization models and combinations thereof.

Marked up original:

1. ~~An integrated performance management system for a multi-enterprise organization, comprising:~~(amended) A computer readable medium having sequences of instructions stored therein, which when executed cause the processors in a plurality of computers that have been connected via a network to perform an organization integration method, comprising:

~~means for integrating narrow system feature and performance data in accordance with an organization matrix of market value by enterprise;~~

~~means for determining value contributions by one or more elements of value, one or more external factors and one or more event risks to a value of an organization matrix of market value by enterprise;~~

~~means for creating scenarios regarding the evolution of elements of value, external factors and events risks by enterprise;~~

~~means for determining the mix of narrow system features that optimizes the value of the organization matrix of market value for a given scenario;~~

~~means for communicating the optimal feature mix to the narrow systems for implementation.~~

mapping organization narrow systems to a common schema; and

creating tools for organization level management using data from the mapped systems.

2. ~~The integrated performance management system of claim 1 wherein the organization matrix of market value is subdivided in up to 5 segments of value.~~(amended) The computer readable medium of claim 1 where the method further comprises making the tools available for review, modification and use.

3. ~~The integrated performance management system of claim 1 wherein the organization matrix of market value includes a current operation segment of value.~~(amended) The method of claim 2 where reviews are completed using a paper document or an electronic display.

4. ~~The integrated performance management system of claim 1 wherein the organization matrix of market value includes a real option segment of value.~~(amended) The computer readable medium of claim 1 where the common schema includes a common metadata definition, data structure and data dictionary.

~~5. The integrated performance management system of claim 1 wherein the means for integrating narrow systems further comprises tagging narrow system performance and feature data with market value matrix cell designations.(amended) The computer readable medium of claim 4 where the data structure is the market value matrix for the organization where one axis of the market value matrix is defined by the segments of value present in the organization and the other axis is defined by the elements of value, external factors and risks that are causal to changes in organization financial performance.~~

~~6. The integrated performance management system of claim 1 wherein the matrix of market value includes a derivative segment of value.(amended) The computer readable medium of claim 5 where the segments of value are current operation, real options, investments, derivatives, market sentiment and combinations thereof.~~

~~7. The integrated performance management system of claim 1 wherein the matrix of market value includes a market sentiment segment of value.(amended) The computer readable medium of claim 4 where the data dictionary defines account numbers, components of value, currencies, derived data types, elements of value, external factors, risks, units of measure and time periods.~~

~~8. The integrated performance management system of claim 1 wherein the value and risk contributions of each element of value are determined in part by the elements relative contribution to driving up to 5 segments of value.(amended) The computer readable medium of claim 1 where mapping narrow systems to a common schema further comprises tagging narrow system data with data structure designations.~~

~~9. The integrated performance management system of claim 1 wherein the risk contributions by element of value can include element variability risk, external factor risk and event risk.(amended) The computer readable medium of claim 11 where the tags are in xml format.~~

~~10. The integrated performance management system of claim 1 wherein the value contributions by element of value are determined by a predictive model.(amended) The computer readable medium of claim 1 wherein the narrow systems are advanced~~

financial systems, asset management systems, basic financial systems, alliance management systems, brand management systems, customer relationship management systems, channel management systems, estimating systems, intellectual property management systems, process management systems, supply chain management systems, vendor management systems, operation management systems, enterprise resource planning systems (ERP), material requirement planning systems (MRP), quality control systems, sales management systems, human resource systems, accounts receivable systems, accounts payable systems, capital asset systems, inventory systems, invoicing systems, payroll systems, purchasing systems, web site systems, financial service provider systems, IT asset management systems, business intelligence systems, call management systems, channel management systems, content management systems, demand chain systems, email management systems, employee relationship management systems, energy risk management systems, fraud management systems, incentive management systems, innovation management systems, investor relationship management systems, knowledge management systems, location management systems, maintenance management systems, partner relationship management systems, performance management systems (for IT assets), price optimization systems, private exchanges, product life-cycle management systems, project portfolio management systems, risk simulation systems, sales force automation systems, scorecard systems, service management systems, six-sigma quality management systems, support chain systems, technology chain systems, unstructured data management systems, weather risk management systems, workforce management systems, yield management systems and combinations thereof.

11. ~~The integrated performance management system of claim 1 wherein determining the value contributions by element of value further comprises the use of a vector that summarizes the impact of the element of value on one or more segments of value.~~(amended) The computer readable medium of claim 1 where the data includes historical data, forecast data and combinations thereof.

12. ~~The integrated performance management system of claim 1 wherein determining the value contributions by element of value further comprises the use of transaction data that summarize the impact of the element of value on one or more segments of value.~~(amended) The computer readable medium of claim 1 where the data includes

transaction data, descriptive data, geospatial data, text data, linkage data, derived data and combinations thereof.

~~13. The integrated performance management system of claim 1 wherein determining the value contributions by element of value further comprises the use of ratios that summarize the impact of the element of value on one or more segments of value.~~(amended) The computer readable medium of claim 1 where an organization is a single product, a group of products, a division, an entire company, a multi company corporation or a value chain.

~~14. The integrated performance management system of claim 1 wherein determining the value contributions by element of value further comprises the use of trends that summarize the impact of the element of value on one or more segments of value.~~(amended) The computer readable medium of claim 1 where the organization level management tools are performance information, analytical models, lists of improvements that will optimize one or more facets of organization performance, mechanisms for implementing improvements in an automated fashion and combinations thereof.

~~15. The integrated performance management system of claim 1 wherein determining the value contributions by element of value further comprises the use of composite variables that summarize the impact of the element of value on one or more segments of value.~~(amended) The computer readable medium of claim 14 where the performance information includes performance indicators, value drivers, composite variables, vectors, relative contributions, element rankings, scenarios, valuations, the efficient frontier, the market value matrix and combinations thereof.

~~16. The integrated performance management system of claim 1 wherein determining the value contributions by element of value further comprises the use of data summaries that summarize the impact of the element of value on one or more segments of value.~~(amended) The computer readable medium of claim 15 where valuations quantify the net element of value contribution to each segment of value by enterprise, quantify the net element of value contribution to market value, quantify the net external factor contribution to each segment of value by enterprise, quantify the net external factor contribution to market value, quantify the net risk contribution to each segment of value

by enterprise, quantify the net risk contribution to market value, quantify the contribution of each segment of value to the value of each enterprise, quantify the contribution of each enterprise to market value, quantify the contribution of each enterprise to organization value, determine the value of each cell in the market value matrix and combinations thereof.

~~17. The integrated performance management system of claim 1 wherein determining the value contributions by element of value further comprises the use of comparisons to baseline values that summarize the impact of the element of value on one or more segments of value.~~(amended) The computer readable medium of claim 16 wherein net element, factor and risk value contributions are the direct contributions net of any impact on the other elements, factors and risks.

~~18. The integrated performance management system of claim 1 wherein determining the value contributions by element of value further comprises the use of geospatial data that summarize the impact of the element of value on one or more segments of value.~~(amended) The computer readable medium of claim 16 wherein the elements of value are selected from the group consisting of alliances, brands, channels, content, customers, customer relationships, employees, employee relationships, information technology, intellectual property, knowledge, partnerships, processes, production equipment, products, technology, vendors and vendor relationships.

~~19. The integrated performance management system of claim 1 wherein determining the value contributions by element of value further comprises the use of classified text data that summarize the impact of the element of value on one or more segments of value.~~(amended) The computer readable medium of claim 16 where external factors are

~~20. The integrated performance management system of claim 1 wherein the organization matrix of market value is defined by up to 5 segments of value and up to 20 elements of value.~~(amended) The computer readable medium of claim 16 where the risks are selected from the group consisting of event risk, factor variability risk, element variability risk, market variability risk, strategic risk and contingent liabilities.

~~21. The integrated performance management system of claim 1 wherein the organization matrix of market value includes financial elements of value.~~(amended) The

computer readable medium of claim 16 where an enterprise is a single product, a group of products, a division or an entire company.

~~22. The integrated performance management system of claim 1 wherein the organization matrix of market value includes tangible elements of value.(amended)~~ The computer readable medium of claim 16 where the valuations are completed under a normal, extreme or blended normal-extreme scenarios.

~~23. The integrated performance management system of claim 1 wherein the organization matrix of market value includes intangible elements of value.(amended)~~ The computer readable medium of claim 15 where the analytical models are predictive models, network models, simulation model, optimization models and combinations thereof.

~~24. The integrated performance management system of claim 1 wherein the efficient frontier for organization financial performance is calculated and optionally displayed.(amended)~~ The computer readable medium of claim 23 where the models are causal models.

~~25. The integrated performance management system of claim 1 wherein the mix of narrow system features that optimizes the value of the organization matrix of market value is determined by a genetic algorithm.(amended)~~ The computer readable medium of claim 14 where the facets of organization performance being optimized are element contribution, factor impact, expected innovation value, project value, risk impact, short term financial performance, value creation and combinations thereof.

~~26. The integrated performance management system of claim 1 wherein determining the mix of narrow system features that optimizes the value of the organization matrix of market value comprises use of an optimization algorithm.(amended)~~ The computer readable medium of claim 14 where the list of improvements that will optimize one or more facets of organization performance are determined by a genetic algorithm or multi criteria optimization model.

~~27. The integrated performance management system of claim 1 further comprising means for displaying the optimal value of the organization matrix of market value and~~

~~the optimal mix of features for a given scenario by enterprise.~~(amended) The computer readable medium of claim 14 where implementing improvement in an automated fashion further comprises completing one or more financial service transactions, directing narrow systems to implement improvements or combinations thereof.

28. ~~A system for measuring multi-enterprise organization financial performance, comprising:~~(amended) An organization finance system, comprising:

~~means for integrating the organization's narrow systems in accordance with an organization matrix of market value by enterprise;~~

~~means for determining value and risk contributions by one or more elements of value to a value of an organization matrix of market value by enterprise;~~

~~means for displaying a value of and the value and risk contributions by one or more elements of value to an organization matrix of market value by enterprise.~~

a plurality of computers connected by a network each with a processor having circuitry to execute instructions; a storage device available to each processor with sequences of instructions stored therein, which when executed cause the processors to:

integrate organization narrow systems in accordance with a matrix of market value;

determine the current value of each cell in the matrix of market value and the change in the value of each cell over time using the integrated data; and

display the current matrix of market value and the change in the matrix of market value over time using a paper document or electronic display.

29. ~~A flexible~~(amended) An organization integration systemmethod, comprising:

~~means for mapping~~integrating narrow systems to a ~~matrix~~ create performance information, analytical models, prioritized lists of market value; and

~~means~~improvements for optimizing one or more facets of organization performance, mechanisms for implementing the optimal feature mix identified by analysis of a matrix of market value via the narrow systems.improvements in an automated fashion and combinations thereof.

30. (new) The applications of claim 29 where an organization is a division, an entire company, a multi company corporation or a value chain.

31. (new) The applications of claim 29 wherein the facets of organization performance being optimized are: element contribution, factor impact, expected innovation value, project value, risk impact, short term financial performance, value creation and combinations thereof

32. (new) The applications off claim 29 where narrow systems are advanced financial systems, asset management systems, basic financial systems, alliance management systems, brand management systems, customer relationship management systems, channel management systems, estimating systems, intellectual property management systems, process management systems, supply chain management systems, vendor management systems, operation management systems, enterprise resource planning systems (ERP), material requirement planning systems (MRP), quality control systems, sales management systems, human resource systems, accounts receivable systems, accounts payable systems, capital asset systems, inventory systems, invoicing systems, payroll systems, purchasing systems, web site systems, financial service provider systems, IT asset management systems, business intelligence systems, call management systems, channel management systems, content management systems, demand chain systems, email management systems, employee relationship management systems, energy risk management systems, fraud management systems, incentive management systems, innovation management systems, investor relationship management systems, knowledge management systems, location management systems, maintenance management systems, partner relationship management systems, performance management systems (for IT assets), price optimization systems, private exchanges, product life-cycle management systems, project portfolio management systems, risk simulation systems, sales force automation systems, scorecard systems, service management systems, six-sigma quality management systems, support chain systems, technology chain systems, unstructured data management systems, weather risk management systems, workforce management systems, yield management systems and combinations thereof.

33. (new) The method of claim 29 where implementing improvement in an automated fashion further comprises completing one or more financial service transactions, directing narrow systems to implement improvements or combinations thereof.

34. (new) The method of claim 29 where the performance information includes: performance indicators, value drivers, composite variables, vectors, relative contributions, rankings, scenarios, valuations, the efficient frontier, the market value matrix and combinations thereof.

35. (new) The method of claim 29 where the analytical models are predictive models, network models, simulation model, optimization models and combinations thereof.